# **Employees**

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# Creating an organization to facilitate co-ownership of value from a global perspective

The Yamaha Motor Group strives to create workplaces that respect diversity, with the aim of achieving an organizational structure based on sharing ideas and the same high ambitions and spirit, cooperation, and joy in our work among the Company and its employees from a global perspective.

#### **Developing Human Resources**

#### **Developing Human Resources for Global Leadership**

Yamaha Motor Co., Ltd. set up a committee to discuss and share business challenges with top managements of Group companies and is currently pursuing aggressive initiatives to nurture personnel for positions with global responsibility in the worldwide Yamaha Motor Group, by promoting talented employees at overseas Group companies to the top management positions and accelerating overseas work experiences among Japanese employees, in line with the globally growing business.

The first module of the "Global Executive Program (GEP)" was held in August 2012 as a training for the next generation of Yamaha Motor Group executives. It will link the stages for Global Human Resources around the world.



First module of GEP, August 2012

#### Supporting Work-Life Balance

## Aiming for a Workplace Environment that Fosters Autonomous Creativity

The Yamaha Motor Group defines its relationship with employees as a business partnership, and the Company's role as providing an attractive workplace for autonomous individuals. We aim to create workplaces that maintain a diversity of working styles and a positive work-life balance by supporting career advancement plans based on mutual assumptions, providing programs for child and nursing care leave, etc. We are also expanding the options for employees so that they can work in ways that suit their individual circumstances. The percentage of employees taking paid leave was 77.2%\* in 2012.

\*The percentage is calculated as the ratio of the actual leave taken during the year to the annual paid leave due for all regular employees.

#### Workplace Safety and Health

### Creating a Workplace Environment that Offers Peace of Mind and Comfort

Led by its Central Safety and Health Committee, Yamaha Motor is promoting the establishment of safer working environments globally. Risk assessment is performed in accordance with the Occupational Safety and Health Management System (OSHMS) to detect potential dangers or harmful conditions at workplaces, and measures are taken to prevent occupational accidents. Through position-specific education and training. such as safety manager training programs and skill improvement programs for supervisors, as well as holding occupational safety and health meetings, we are focused on developing human resources that can support occupational safety.

Since 2008, Yamaha Motor has introduced OSHMS at its group

#### **Occupational Safety and Health Meetings Enhance Worker** Safety and Health in the Workplace

Yamaha Motor promotes Group certification based on our Occupational Safety and Health Management System at Group companies around the world. In addition, occupational safety and health meetings are held regularly to introduce Group companies' safety and health activities,

to enhance workplace safety and peace of mind at all Group companies.

The U.S. manufacturing subsidiary YMMC introduces its safety and health activities at an occupational safety and health meeting in August 2012.

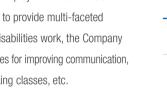


companies and as of the end of 2012, eight domestic companies and nine overseas companies have acquired group certification.

#### Workplaces Thriving on Diversity

Based on our fundamental belief that "all corporate activity originates first of all with and for people," the Yamaha Motor Group has clearly defined its stance on human rights in its Code of Ethics.

In accordance with our policy of "operating workplaces where the disabled can work together with the able-bodied," Yamaha Motor Co., Ltd. has established the Disabled Employment Promotion Committee, and is working to improve the workplace environment through measures such as having analyses of organizational work and other tasks conducted by committee members assigned to each division. As of December 31, 2012, the Company employed 78 severely disabled persons and 63 mildly disabled persons, thus achieving a disabled employment rate of 1.96% (141 persons in total). Furthermore, in order to provide multi-faceted support for workplaces where people with disabilities work, the Company is also putting a great deal of effort into measures for improving communication, such as offering sign language and note-taking classes, etc.





Sign language classroom

## Supporting Employees in Maintaining a Healthy Mind and Body

Yamaha Motor promotes a wide range of initiatives for helping employees maintain and improve their emotional and physical health.

We are committed to creating healthy and vital workplaces for the prevention of and recovery from lifestyle-related diseases. For instance, we make efforts for endurance improvement and obesity prevention through exercise habits, such as by hosting walk rally events and holding the Walk, Walk Campaign twice a year. In partnership with the health insurance association, we have also been providing antismoking products to interested employees to help them in their efforts to guit smoking. The Company's smoking rate has declined from 32.2% in 2011 to 31.1%.

In terms of support for mental/emotional health, we have continued to engage in efforts such as health guidance given by occupational health physicians, mental/emotional health seminars for new managers and supervisors, and support for expatriates and mid-career recruits.

CSR Section